

CIA SENIOR SEMINAR

Date: 28 June 1971

OTR: SS1-6-28

Release 2003/05/27.: CIA-RDP84-00780R004300110025-8

Executive Registry

21-37253

26 July 1971

MEMORANDUM FOR: Acting Deputy Director for Support  
Director of Training

RCW  
9 JUL 1971

Bob and Hugh:

I talked to the Director about your 2 July 1971 memorandum on the Senior Seminar on 26 July. With regard to Kissinger, he doesn't think it is realistic to believe that we can get Kissinger to come out here. We have never been able to get him to come to the Agency and it is hard enough to get to see him when you are down at the White House. If you insist, the Director will try but he believes that you would be better off to invite Sonnenfeldt or Hal Saunders who know the business and would, he believes, do a very good job with this subject.

When Gerry Smith and Sisco get back (and you will have to watch this in the newspapers) he will invite them out if you want him to, but he cautions you that these boys are very busy and pretty hard to catch.

He has no objection to "A Day on the Hill" but assumes you can work this out with Jack Maury.

He would have no objection to inviting Charles Bartlett, Carl Rowan, Hugh Sidey, Joseph Harsch, and Peter Lisagor to participate.

[Redacted Signature]

25X1

L. K. White

Executive Director-Comptroller

Attachment

Memo to the Director  
dated 2 July 1971

DD/S Distribution (29 July 71):

orig - D/TR

✓ DD/S subject

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110025-8

CONFIDENTIAL

EXCLUDED FROM AUTOMATIC  
DECLASSIFICATION  
PROCESSING

# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Senior Seminar

FROM:

Director of Training  
819 Glebe

EXTENSION

NO.

DIR-64305

25X1

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for Support  
7D26 Hqs.

13 JUL 1971

JWC

From 1 to 5:

2.

3. Executive Registry  
7E12 Hqs.

We believe the Senior Seminar papers mentioned in paragraph 3 should be made available to the Director. We are forwarding DTR 6521 with this paper to accomplish this purpose.

25X1

4.

5. Executive Director-Comptroller  
7D59 Hqs.

[Redacted]

John W. Coffey

6.

7. Director of Central Intelligence  
7D6011 Hqs.

Att: Memo dtd 2 Jul 71 for DCI fr Hugh T. Cunningham, subj: Senior Seminar and w/Memo dtd 8 Jul 71 for ExDir-Compt fr HTC, subj: Papers on the Senior Seminar --  
DD/S 71-2637 - DD/S 71-2732

8.

9.

10. Director of Training  
819 Glebe

11. DD/S:JWC:maq (14 Jul 71)  
Distribution:

12. Orig - DCI via ExDir-Compt w/O & 5 ccys DD/S 71-2637 w/atts and O & 1 DD/S 71-2732  
1 - DD/S Subject w/ccy DD/S 71-2637 and DD/S 71-2732  
1 - DD/S Chrono

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14.

15.

UNCLASSIFIED

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USE ONLY

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Papers on the Senior Seminar

FROM:

EXTENSION

NO.

DTR-6521

DATE

23 JUL 71

25X1

Director of Training

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

		DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
		RECEIVED	FORWARDED		
1.	DD/S 7-D-18 Hdqs.		<i>July</i>	<i>JD</i>	Colonel White:
2.					In addition to being available for review by you and the Director, we have asked DTR to make copies available for the other Deputies. We will have them distributed unless you prefer that that not be done.
3.	Executive Registry 7-E-12 Hdqs.				
4.					
5.	Ex. Dir. - Compt. 7-D-59 Hdqs.				
6.					
7.					
8.					
9.	DD/S:JWC:maq (14 Jul 71) Distribution:				
10.	Orig & 1 - ExDir-Compt w/O <del>ccy</del> DD/S 71-2732 1 - DD/S Subject w/ccy DD/S 71-2732 1 - DD/S Chrono				
11.					
12.					
13.					
14.					
15.					

John W. Coffey

Att: Memo dtd 8 Jul 71 for ExDir -  
Compt fr Hugh T. Cunningham,  
subj: Papers on the Senior  
Seminar - DD/S 71-2732

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110025-8

DTR-6496

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DD'S 71-2637

02 JUL 1971

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Senior Seminar

1. This memorandum contains a recommendation for your approval. It also requests you to extend invitations to four government officials to speak to the Seminar and asks for your guidance on inviting representatives of the media. Each point is summarized in paragraph 7.

2. The development of the Senior Seminar is progressing very well. It is scheduled to run from 19 September through 24 November or about one month shorter than in my original proposal last November. The content of the Seminar is based in considerable measure on consultations with a large number of Agency officers--about 50 in all to date--including the DDI, DDCIT, ADOP, ADDS and the IS.

3. We have drawn up a rather comprehensive set of papers on the Senior Seminar which are available should you be interested. These include an analysis of the characteristics of the senior officer group in the Agency from which participants will be drawn; the rationale and objectives of the Seminar; a description of how the Seminar will operate; a listing of subject areas and topics to be covered; and a discussion of who should be selected to participate in the Seminar.

4. One important block of the Seminar covers Major World Trends of Significance for Policy and Intelligence. This section will cover the Nixon Doctrine, US-Soviet relations, the USSR, Communist China and other important areas and issues. Speakers will include academicians, officials from other agencies and experienced Agency officers. We would like to have Dr. Kissinger discuss the Nixon Doctrine; to have Mr. Gerard Smith cover arms control and intelligence; and to have Assistant Secretaries Sisco and Hillebrand address the Near East crisis and Western European trends, respectively. Given your approval and willingness to extend a personal invitation to one or more of these speakers, letters of invitation for your signature are attached.

5. Another major part of the Seminar examines the various "environments" of CIA; these include the "official" environment and changes in American society which are relevant to the Agency. In this block,

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-2-

We would like to schedule "A Day on the Hill" during which seminar officers could hear a member or two from each House and several staff members. Subjects could include their views on intelligence, critical national issues or other topics of mutual interest. The "Day on the Hill" format has worked well in other government training programs. With your approval, we would work out arrangements for such a program with the Legislative Counsel.

6. As part of the block on changes in the domestic environment which are relevant to CIA, we would like to include as speakers one or more representatives of the media. We have submitted requests for security approvals on Charles Bartlett, Carl Roman, Hugh Eidey, Joseph Harsch, Peter Lisager, Julius Dusch, Orr Kelly and Max Hays of Fortune magazine. We request your guidance as to which of these individuals would be suitable for appearances before the Seminar or for other newsmen you may wish to specify who are not included in this list.

7. In summary,

a. Recommend that you extend invitations to Messrs. Kissinger, Smith, Sisco and Mollenbrand;

b. Recommend you approve a "Day on the Hill" subject to working out arrangements with the Legislative Counsel; and,

c. Request your guidance on inviting representatives from the media.



25X1

JOHN T. CONNINGHAM  
Director of Training

Att

(signed) John W. Coffey

13 JUL 1971

Concurrence:

John W. Coffey  
Deputy Director for Support

Date

**CONFIDENTIAL**

- 3 -

**Concurrence:**

L. K. White  
Executive Director-Comptroller

Date

Recommendation b in paragraph 7 is approved:

Richard Helms  
Director of Central Intelligence

Date

**Distribution:**

Orig - Adse (return to O/DTR)

1 - ER

1 - Signing Official

1 - DDCI

2 - DDS *Chrono Differs*

2 - DTR (1 w/n)

Dr. Henry A. Kissinger  
Assistant to the President for  
National Security Affairs  
The White House  
Washington, D.C. 20500

Dear Henry:

We are organizing a nine-week seminar to be offered the first time this fall for a group of twenty senior CIA officers. "Major World Trends: Their Significance for Policy and Intelligence" will be an important segment of the seminar and we plan to begin this segment with a review of United States Foreign Policy under President Nixon.

I would appreciate it if you could make time in your schedule to meet briefly with the group to discuss this subject early in the afternoon of 4 October. We have some flexibility in the schedule if a time earlier in the day would be more convenient.

The seminar will meet at our training location in Arlington. If you will be able to meet with the group, a representative of our Office of Training will furnish further details to members of your staff.

Sincerely,

Richard Helms  
Director

Distribution:

Orig & 1 - Adse  
1 - ER  
1 - Signing Official  
1 - DDCI  
2 - DD/S Chrono, Subject  
2 - DTR

Originator: Director of Training 2 July 71

Concur: (signed) John W. Coffey

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Deputy Director for Support

Originator: DTR (2 July 71)



The Honorable Gerard C. Smith, Director  
U.S. Arms Control and Disarmament Agency  
Washington, D.C. 20451

Dear Gerry:

We are organizing a nine-week seminar to be offered the first time this fall for a group of twenty senior CIA officers. "Major World Trends: Their Significance for Policy and Intelligence" will be an important segment of the seminar and will cover key aspects of U.S. -Soviet relations, including likely trends in arms negotiations and their possible implications for the U.S. intelligence effort.

I would appreciate it if you could make time in your schedule to meet briefly with the group to discuss this subject early in the afternoon of 6 October. We have some flexibility in the schedule if another time would be more convenient.

The seminar will meet at our training location in Arlington. If you will be able to meet with the group, a representative of our Office of Training will furnish further details to members of your staff.

Sincerely,

Richard Helms  
Director

Distribution:

Orig & 1 - Adse  
1 - ER  
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1 - DDCI  
2 - DD/S Chrono, Subject  
2 - DTR

Originator: Director of Training 2 July 71

Concur: (signed) John W. Coffey

John W. Coffey  
Deputy Director for Support

Originator: DTR (2 July 71)

Rewritten: SOS/DD/S:RHW:bbt (12 July 71)

13 JUL 1971

The Honorable Joseph Sisco  
Assistant Secretary for Near Eastern  
and South Asian Affairs  
Department of State  
Washington, D.C. 20520

Dear Joe:

We are organizing a nine-week seminar to be offered the first time this fall for a group of twenty senior CIA officers.

I would appreciate it if you could meet briefly with the group on Wednesday, 13 October, to discuss the Middle East Crisis as a part of the seminar segment dealing with "Major World Trends: Their Significance for Policy and Intelligence." We still have some flexibility in the schedule to work out the exact timing.

If you will be able to meet with the group, a representative of our Office of Training will furnish further details to members of your staff.

Sincerely,

Richard Helms  
Director

Distribution:

Orig & 1 - Adse  
1 - ER  
1 - Signing Official  
1 - DDCI  
2 - DD/S Chrono, Subject  
2 - DTR

Originator: DTR (2 July 71)  
Rewritten: SOS/DD/S:RHW:bbs (12 July 71)

Originator: Director of Training 2 July 71

Concur: (signed) John W. Coffey  
John W. Coffey  
Deputy Director for Support

13 JUL 1971

The Honorable Martin Hillenbrand  
Assistant Secretary for European Affairs  
Department of State  
Washington, D.C. 20520

Dear Martin:

We are organizing a nine-week seminar to be offered the first time this fall for a group of twenty senior CIA officers.

I would appreciate it if you could meet briefly with the group on Wednesday, 13 October, to discuss Western European Trends as a part of the seminar segment dealing with "Major World Trends: Their Significance for Policy and Intelligence." We still have some flexibility in the schedule to work out the exact timing.

If you will be able to meet with the group, a representative of our Office of Training will furnish further details to members of your staff.

Sincerely,

Richard Helms  
Director

Distribution:

Orig & 1 - Adse  
1 - ER  
1 - Signing Official  
1 - DDCI  
2 - DD/S Chrono, Subject  
2 - DTR

Originator: DTR (2 July 71)

Rewritten: SOS/DD/S:RHW:bbt (12 July 71)

Originator: Director of Training 2 July 71

(signed) John W. Coffey

Concur:

John W. Coffey  
Deputy Director for Support

13 JUL 1971

*Rec'd  
7/12/71*

Dr. Henry A. Kissinger  
Assistant to the President for  
National Security Affairs  
The White House  
Washington, D.C. 20500

Dear Henry:

Because of your busy schedule, I have thus far discouraged any suggestions to invite you to speak before an Agency group. Now, however, our Office of Training is organizing a Senior Seminar to run next fall, and it seems most appropriate to invite you to speak, even briefly, before it.

The nine-week Seminar will be restricted to 20 senior CIA officers. An important block -- "Major World Trends: Their Significance for Policy and Intelligence" -- will commence on Monday, 4 October, with consideration of the Nixon Doctrine. I have been asked by the Senior Seminar Staff to invite you to discuss this subject. The preferred time would be early afternoon on 4 October, at our training building in Arlington.

Please let me know whether you can accept. If so, I will have a member of the Senior Seminar Staff forward further details to your office. If not, the Staff will invite one of your top assistants to handle the subject.

Sincerely,

Richard Helms  
Director

Distribution:

Orig - Adse

1 - ER

1 - Signing Official

1 - DDCI

2 - DDS

1 - SS chrono

1 - SS subj

The Honorable Gerard C. Smith, Director  
U.S. Arms Control and Disarmament Agency  
Washington, D.C. 20451

Dear Gerry:

In view of your busy schedule, I have thus far discouraged any suggestions to invite you to speak before an Agency group. Now, however, our Office of Training is organizing a Senior Seminar to run next fall, and it seems appropriate to invite you to speak, even briefly, to this group.

The nine-week Seminar will be restricted to 20 senior CIA officers. An important block, "Major World Trends: Their Significance for Policy and Intelligence," will cover key aspects of US-Soviet relations. These include likely trends in the field of arms negotiations and their possible implications for the U.S. intelligence effort. I have been asked by the Senior Seminar Staff to invite you to discuss this subject. The preferred time would be Wednesday afternoon, 6 October, at our training building in Arlington, but the schedule is sufficiently flexible to work out another time.

Please let me know whether you can accept. If so, I will have a member of the Senior Seminar Staff forward further details to your office. If not, the Staff will invite a senior member of your staff to cover the subject.

Sincerely,

Richard Helms  
Director

Distribution:

Orig - Adse

1 - ER

1 - Signing Official

1 - DDCI

2 - DDS

1 - SS chrono

1 - SS subj

The Honorable Martin Willenbrand  
Assistant Secretary for European Affairs  
Department of State  
Washington, D.C. 20520

Dear Martin:

Our Office of Training is currently in process of developing a training program for senior CIA officers. This course -- The CIA Senior Seminar -- will run for two months this fall.

I have been asked by the Senior Seminar Staff to invite you to discuss Western European Trends. This presentation would be part of an important segment on "Major World Trends: Their Significance for Policy and Intelligence." The Staff would like to schedule the presentation at our training building in Arlington for Wednesday, 13 October, but the timing is flexible.

Please let me know whether you can accept. If so, I will have a member of the Senior Seminar Staff contact your office and provide further details.

Sincerely,

Richard Helms  
Director

Distribution:

Orig - Adse  
1 - ER  
1 - Signing Official  
1 - DDCI  
2 - DDS  
2 - DTR  
1 - SS chrono  
1 - SS subj  
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STAT

The Honorable Joseph Sisco  
Assistant Secretary for Near Eastern  
and South Asian Affairs  
Department of State  
Washington, D.C. 20520

Dear Joe:

Our Office of Training is currently in process of developing a training program for senior CIA officers. This course -- The CIA Senior Seminar -- will run for two months this fall.

I have been asked by the Senior Seminar Staff to invite you to discuss the Middle East Crisis. This would be part of an important segment on "Major World Trends: Their Significance for Policy and Intelligence." The Staff would like to schedule the presentation for Wednesday, 13 October, but the timing is still flexible.

Please let me know whether you can accept. If so, I will have a member of the Senior Seminar Staff contact your office and provide further details.

Sincerely,

Richard Helms  
Director

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Orig - Adse  
1 - ER  
1 - Signing Official  
1 - DDCI  
2 - DDS  
2 - DTR  
1 - SS chrono  
1 - SS subj  
1 -

STAT

SECRET

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13 July 1971

Mr. Coffey:

I have rewritten the proposed letters to Messrs. Kissinger, Smith, Sisco, and Hillenbrand as you requested. I haven't done anything with the memo which Mr. Cunningham signed because in discussing this with [REDACTED] I learned that there was some difference of <sup>OPINION</sup> interest within OTR about how this package should be handled. I gather that the memo to the Director is pretty much Mr. Cunningham's personal product. Don is amenable to any changes we want to make here that do not require return of the package to OTR's internal bureaucracy. If you feel the memo should be rewritten, it would probably be more appropriate for you or Mr. Wattles to discuss it with Mr. Cunningham.

25X1

  
RHW

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SECRET



The type on cover sheet

"We believe the Senior Seminar ~~booklet~~ papers mentioned in para 3 should be made available to the Director. We are forwarding DTR 6521 with this paper to accomplish this purpose.

---

On cover sheet of DTR 6521

"In addition to being available for review by you and the Director, we have asked DTR to make copies available for the other Deputies. We will have ~~for distributed~~ unless you prefer that that not be done. ~~fast~~ DTR be ready send the

~~SECRET EYES ONLY~~

EXTRACT FROM 2 December 1970 DEPUTIES MEETING

"3. The proposal for a senior seminar was discussed at some length. Mr. Karamessines expressed concern with taking as many senior people away from their jobs for as long a period as proposed. He urged that we begin with a less ambitious approach in terms of numbers, length, and frequency. Mr. Duckett urged that we review the mid-career age and grade criteria as it appeared that at least for his Directorate the two courses might overlap. Dr. Smith said that he was vaguely negative regarding the proposal, saying that he expected his senior officers to be already fairly knowledgeable of the subject matter proposed to be covered in the course. Mr. Bannerman supported the proposal but suggested that perhaps the grade level be expanded to include 14's. Mr. Coffey believed that a modest approach was in order; the others present supported the general proposition. Mr. Cunningham responded to the various comments. Colonel White received no objection to a decision to commit ourselves to a first running next fall with the grades limited to GS-15 and GS-16. He will review with the Director and, subject to his approval, Mr. Cunningham will go ahead with the planning for the course."

EXTRACT FROM 16 December 1970 DEPUTIES MEETING

"4. Colonel White reported that he had discussed with the Director the proposed Senior Seminar which had been endorsed by the Deputies. The Director agreed to one running only of the course with the understanding that the results would be reviewed before a decision was made for further runnings. Underlying the Director's reservations are the demands being made on the time of senior officers."

~~SECRET EYES ONLY~~

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)			
Papers on the Senior Seminar			
FROM:		EXTENSION	NO.
Director of Training			DTR-6521
			DATE 03 JUL 71 25X1
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS
	RECEIVED	FORWARDED	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. DD/S 7-D-18 Hdqs.		<i>July</i>	Colonel White:  In addition to being available for review by you and the Director, we have asked DTR to make copies available for the other Deputies. We will have them distributed unless you prefer that that not be done.
2.		<i>JD</i>	
3. Executive Registry 7-E-12 Hdqs.	14 JUL 1971	<i>SL</i>	
4.			
5. Ex. Dir. - Compt. 7-D-59 Hdqs.	28 JUL 1971	<i>W</i>	<div style="border: 1px solid black; width: 80px; height: 50px; margin: 0 auto;"></div> John W. Coffey  Att: Memo dtd 8 Jul 71 for ExDir-Compt fr Hugh T. Cunningham, subj: Papers on the Senior Seminar
6. <i>DD/S</i>	28 July 71	<i>RSW/es</i>	
7. Director of Training 819 1000 Glebe			
8.			
9.			<div style="border: 1px solid black; width: 150px; height: 40px; margin: 0 auto;"></div> <i>No objection</i>
10.			
11. DD/S Distribution: (29 July 71) Orig - D/TR w/orig of DD/S 71-2732			
12. <i>X</i> - DD/S subject w/cy of DD/S 71-2732			
13. DD/S 71-2732: Memo dtd 8 July 71 to ExDir-Compt fm D/TR, subj: Papers on the Senior Seminar			
14.			
15.			

**SECRET**

08 JUL 1971

**MEMORANDUM FOR: Executive Director-Comptroller**

**THROUGH : Deputy Director for Support**

**SUBJECT : Papers on the Senior Seminar**

1. This memorandum and the attachment are for your information.
2. We have prepared a series of papers covering various facets of the Senior Seminar which are mentioned in the memorandum to the Director of this date. These are forwarded for your information and to be available should the Director be interested.
3. If you wish, copies of these papers can be made available to the DDI, DDP, and the DDSAT for their information and any further discussion of the Senior Seminar you may wish to have.

**ROBERT L. CONNELL**  
**Director of Training**

**Att**

**Distribution:**

Orig & 1 - Adsc  
2 - DD/S  
2 - DTR

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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19 July 1971

SENIOR SEMINAR--SUMMARY

1. Policy Guidance: Program to incorporate proven features of other senior officer courses. 20 officers of minimum grade GS-15. Not to exceed three months. Scheduled 19 September through 24 November. Hard evaluation to be made, to be followed by decision whether to continue Seminar.

2. Analysis of Senior Officer Population: (Attachment B)  
Population includes those GS-15s and above or equivalent who are 52 or younger as of 31 June.  of all GS-15s and above). Average officer is 47 years; has 22 years Federal service (including military); has 17 years CIA service. Education: Of 10 representative officers, 5 have bachelors; 3 have masters; 1 has doctorate; 1 has no degree. On average, 20 years since last degree granted. Mobility: 74% have served in only one Directorate (counting DCI area as Directorate); 21% in two; 5% in 3 or 4. (None in 5.) 41% have served in only one component; 32% in 2; 18% in 3; and 9% in 4 or more components. Training: 18% have attended some senior external training sponsored by CIA: 30% have taken Managerial Grid; 17% have taken some other management course within Agency; 23% have attended Mid-Career Course or Advanced Intelligence Seminar. STAT

3. Objectives: (Attachment C)

a. Develop greater insight into problems facing CIA management; processes of change in CIA and in its external relationships; developments in U.S. society which are relevant to CIA as an organization.

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- 2 -

- b. Update participants' knowledge of foreign developments.
- c. Renew sense of motivation and appetite for achievement; broaden participants' understanding of peers and subordinates.

4. Modus Operandi: (Attachment D)

a. Pre-course get together in August. Only one handout (Wilensky's Organizational Intelligence). Electives to be selected by participants. Actual running will put premium on active participation and learning from each other.

5. Outline of Content:

a. The Senior Agency Officer (1 week)

Orientation. Current perspectives on CIA. Lectures on management theories and techniques. Case studies. Electives.

b. The Intelligence Business--Today and the Future (1 week)

A selective look at a number of significant activities throughout the Intelligence Community. New technical systems and problems. The role of Agent sources. Communications and other major support.

c. Major World Trends and their Significance for Intelligence (2 weeks plus)

The Nixon Doctrine: its implications for intelligence. US-Soviet Relations - Continuing Challenge or Convergence. The Strategic Balance. Arms control. Implications of arms control for intelligence. Intensive looks at the Soviet and Chinese problems. Japan, Latin America, Middle East, Western Europe, technology and power, and population. Electives.

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d. Covert Action - The Hidden Side of Foreign Policy  
(1/2 week plus)

Policy guidance and controls. Types of operations. Soviet and Chinese sponsored operations. CA objectives for the Seventies. Electives.

e. The Changing Environment of CIA: Official Relationships and Relevant Domestic Change (2 weeks)

CIA relationships with the NSC and policy-making agencies. Relations with the Congress. Changing national priorities and goals. How friends and critics see us--youth, the media, and academia. Trends in American Society. Electives.

f. New Methodologies of Interest to Intelligence (1/2 week plus)

New analytical techniques: Delphi, systems analysis, and quantitative decision-making. Futurism. ADP and the Senior Officer. Electives.

g. Domestic Travel (1/2 week)

Keyed to the particular interests of officers attending the Seminar. Possibilities are intelligence, intelligence contractor, military or space facilities, or institutions involved in domestic change.

h. Management of Intelligence in a Period of Change  
(1 week plus)

Management of intelligence resources. Personnel management. Intelligence and policy formulation. Factors influencing intelligence analysis. Intelligence in American Society. Electives. General evaluation of the Seminar.

6. Who Should Attend: To maximize learning among participants, the Seminar should include:

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- 4 -

- a. Officers with different specializations;
- b. Officers with different geographic knowledge and experience; and
- c. Officers from throughout the grade range GS-15 through GS-18.

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